



COTS CHANGE MANAGEMENT WORKGROUP

DRAFT Minutes

April 9, 2003

DMV Executive Conference Room 701

2:00 – 4:00 p.m.

Attendance

Members:

Farley Beaton, Department of Taxation (co-chair); Jim Peters, Virginia Employment Commission; Philip Vasquez, Department of Motor Vehicles (co-chair)

Presenters, Guests, and Representatives:

Will Prible, Virginia Information Providers Network

Members Absent:

Gary Allen, Virginia Department of Transportation; Paris Ashton, Department of General Services; Chris Doss, Virginia Information Providers Network; Bob Haugh, Department of Social Services; Jeanine LaBrenz, Department of Social Services

Staff:

Jenny Hunter, Department of Technology Planning

Welcome and Opening Remarks

Co-Chairman Farley Beaton convened the meeting of the COTS Change Management Workgroup at 2:00 p.m. and welcomed the members. The majority of the meeting would be dedicated to an update from Jenny Hunter on the activities of the Virginia Information Technologies Agency (VITA) Transition Office activities and the work of the VITA Transition Office Communications & Culture Team.

Approval of minutes

The minutes of the March 12 meeting were approved with no modifications, and will be posted to the COTS Web site at www.cots.state.va.us.

UPDATE ON TRANSITION ACTIVITIES

VITA Transition Office

Jenny Hunter described the structure and function of the VITA Transition Office created by Secretary of Technology George C. Newstrom to facilitate all activities needed to create VITA July 1, 2003, and beyond. The Transition Office will be headed by the Chief Transition Officer (to be announced) and is currently headed by Department of Information Technology Director Cheryl Clark in the interim. The Office of the Secretary of Technology is providing project oversight. Nine teams that are highly interdependent are carrying out activities as follows:

- Communications & Culture coordinates all communications internally and externally, ensuring they are aligned and consistent, and helps with approvals and distributions. Communications & Culture is the primary 'champion' of building the new VITA culture from Day One.
- Facilities & Real Estate is responsible for identifying and outfitting office space for VITA, including signage, security, and employee badges.
- Finance & Administration is divided into two core areas of responsibility: strategic issues and operational issues. Finance & Administration is overseeing the development and modification of administrative and financial systems, developing the budget, and addressing finance-related issues related to the transfer of resources and people into VITA.
- Governance includes two sub-teams working on risk mitigation strategies and small agencies (small agencies have been identified in the legislation as the first set of agencies to transition to VITA). The Governance Team is coordinating governance strategies with the Governor's Office, defining the VITA governance structure, and developing the enterprise

project management office for VITA.

- Human Resources coordinates all aspects of human services, including the identification of positions to transfer to VITA, filling and onboarding VITA leadership positions, developing criteria for transferring (crosswalking) employees into VITA, developing and communicating HR policies and procedures, and orientation and training activities.
- Legal & Legislative Services supports requests for legal and legislative advice, strategy, review, research, writings, and advocacy. The Team also works proactively and prospectively on legal issues such as electronic signatures, UCITA, court records, privacy, procurement, telecommunications, and records management. During the transition effort, the Team has “adopted” each of the eight other teams to attend meetings and provide advice and guidance on legal and legislative matters.
- Organization develops the overarching structure and organization of VITA, including the development of organizational charts, the creation of employee work profiles, determining staffing requirements, and filling first-tier positions.
- Strategic Projects Refresh is working over the next few weeks to refresh the Commonwealth of Virginia Information Technology Transformation Implementation Plan and determine cost-takeout strategies.
- Systems & Support Tools is coordinating the planning and sequencing of new services, determining metrics and operational plans for existing services, and developing customer care processes and systems.

Communications & Culture Team

Jenny Hunter described the mission and purpose of the VITA Communications & Culture Team (C&C Team) and handed out a member contact sheet. The members of the C&C Team represent several areas of expertise, including training, change management, Internet site design, publications, communications, and media relations. The C&C Team was originally divided into two teams—the Communications Team, headed by Debbie Dodson of DIT, and the Change Management Team, headed by Paul Lubic of DTP. When the VITA Transition Office was created, Cheryl Clark was named provisional director and Debbie Dodson was named acting DIT director. Paul Lubic was detailed full-time to efforts related to information security. At the same time, the two teams were merged into a single team, as their efforts were highly interrelated, now known as the C&C Team. With Debbie Dodson’s new responsibilities, Jenny Hunter was asked to lead the C&C Team and to provide support to the COTS Change Management Workgroup.

Communications “Vital Few”

The C&C Team has worked over the last three weeks to identify, refine, and develop work plans for 19 primary activities necessary to turning on the lights at VITA on Day One. Each Team of the Transition Office has gone through the same process of identifying team priorities and “vital few,” and the Transition Office as a whole has identified 38 “must do” initiatives that are critical to success for Day One—the vital few priorities established by each team in turn support the overarching 38 activities.

The 19 “vital few” activities of the C&C Team include fall into eight major categories: communications, communications support, culture, hiring, structure, tools, training, and Day One planning.

Communications

1. Create Communications Champion Network throughout the agencies
2. Finalize articulation of VITA strategy (brand, slogan, cornerstones, value proposition, logo)
3. Develop communications building blocks (stakeholder analysis, communications approval process, document standards and templates, communications audit, etc.)
4. Develop short form communications strategy and full tactical communications plan
5. Develop key messages (no more than 5) to be repeated in all communications to all stakeholders

Communications Support

6. Meet with each Transition Team lead to add all communications that are team-specific and needed by leads to the plan and “load balance” across teams
7. Provide communications guidance to all Transition Team members (communications approval process, document standards and templates, etc.) for consistency

Culture

8. Develop collateral (“Our vision/our values” brochure, ID tags with vision and logos, new signage, nameplates, etc.) to spread cultural aspirations throughout the organization
9. Standardize on change management framework/approach and begin rollout

Hiring

10. Fill Communications leadership positions (Director of Human Services and Manager, Department of Public Relations)
11. Develop onboarding materials for leadership positions filled from postings

Structure

12. Design and implement Communications structure (the Organization Team has the lead on this)

Tools

13. Develop/execute plan for multi-functional VITA intranet site (new and improved) as a major vehicle for communication delivery
14. Develop/execute plan for multi-functional VITA Internet site (new and improved) as a major vehicle for communication delivery
15. Develop/execute feedback mechanisms to allow stakeholders to contact us/get help/ask questions/contribute suggestions
16. Agency onboarding toolkit—develop the package of materials and training/orientation that new employees receive

Training

17. Revisit training plan and determine timing and approach for implementation

Culture

18. Help define customer experience and customer touchpoints

Day One Planning

19. Celebrations, contacts with employees, screen savers, information kits, roadshow and town hall sessions, etc.

Communications Approval Process

Jenny Hunter handed out two documents including the communications approval process and the communications planning form. The communication approval process was designed to achieve the goal of consistent, useful, targeted communications; to ensure key messages are correctly and consistently used and applied; to create a positive culture of growth and success through effective strategic communications; to balance the

volume and frequency of communications to any given audience; to project a coordinated and well-managed image of the VITA Transition Office; and to make the most of the opportunity to make an excellent first impression.

The Communications approval process includes five steps:

1. Draft the communication or fill out the communication planning form and ask the C&C Team for help.
2. Provide final draft to C&C Team for "load balancing" and to obtain sign-off.
3. If C&C Team is not available, acceptable alternates to obtain sign-off are the project management office or the chief transition officer.
4. Distribute communication to appropriate audience(s).
5. Submit copy of the final communication in electronic format to the C&C Team for archival.

Jenny Hunter explained that the process is to be used by the Transition Office Teams and the COTS Change Management Workgroup for all formal, VITA-related communications.

Discussion of transition activities

The members asked questions about the overarching sequence and timing and events. Jenny Hunter said that the Transition Office is planning to transfer employees of the Department of Information Technology (DIT), Department of Technology Planning (DTP), and Virginia Information Providers Network (VIPNet) into VITA on July 1, 2003. Between now and July 1, the Transition Office is planning to identify IT employees in the 94 in-scope agencies and communicate with them to let them know where in VITA they will be transferred to and when. Employees will play an important part in helping define the services and systems of the new agency, and how they will be delivered. The transfer of employees and resources is planned to occur for the vast majority of agencies after July 1, and after the service level agreements (SLAs) are negotiated, and will follow the implementation schedule outlined in the VITA legislation:

- On or before January 1, 2004: Small agencies (fewer than 100 MEL)
- On or before July 1, 2004: Medium agencies (100 to 400 MEL)
- On or before January 1, 2005: Large agencies (400 or more MEL)

The Workgroup members also discussed the challenge of being agents of a change that has not

been clearly articulated since the passage of the VITA legislation. In addition, Workgroup members discussed how the members are champions of the change and are also going to be undergoing the very change they are advocating.

The Workgroup reviewed the 19 "vital few" priorities of the C&C Team and determined that it could be most helpful in two areas: assisting with deliverables and providing advice/guidance. The Workgroup has volunteered to "adopt" and assist with deliverables the following items:

1. Create Communications Champion Network throughout the agencies
15. Develop/execute feedback mechanisms to allow stakeholders to contact us/get help/ask questions/contribute suggestions

The Workgroup would like to provide review and advice in the following areas:

3. Develop Communications building blocks (stakeholder analysis, communications approval process, document standards and templates, communications audit, etc.), with particular emphasis on the stakeholder analysis and communications audit pieces.
4. Develop short form communications strategy and full tactical communications plan.
9. Standardize on change management framework/approach and begin rollout.
16. Develop the package of materials and training/orientation that new employees receive.

Status of Previous action items

All previous action items have been closed out or completed.

New Business/public discussion/closing remarks

Action Items

- Farley Beaton and Philip Vasquez will request a meeting with Chris Doss to develop a workplan for the Workgroup's involvement with vital few priorities #1 and #15.
- Jenny Hunter will forward copies of the tactical plans for vital few priorities 1, 3, 4,

9, 15, and 16 to the Workgroup.

- Jenny Hunter will forward copies of all correspondence from the Secretary of Technology to the Cabinet and agency heads for the week to the Workgroup.
- Farley Beaton and Philip Vasquez will contact the members who missed the meeting and encourage their attendance at the next meeting.
- Jenny Hunter will prepare the stakeholder analysis and communications calendar as an agenda item for the next meeting.

Adjourn

Farley Beaton adjourned the meeting at 4:00 p.m.

Next Meeting

The next COTS Change Management Workgroup meeting will be Wednesday, May 14, 2003, at the Department of Motor Vehicles Executive Conference Room 701 from 2:00 to 4:00 p.m.

Respectfully Submitted,

Jenny Hunter

COTS Executive Director

[COTS Home](#)